

# Global Ministry – Vision 2020



**The Future of the Air Force Chaplain Service**



**AIR FORCE CHAPLAIN SERVICE VISION:** A professional Chaplain Service, building upon its rich diversity by shared experiences, mentorship, and training, to promote a vibrant, spiritually healthy Air Force community.

**MISSION:** While serving as a visible reminder of the Holy, the Air Force Chaplain Service provides spiritual care and the opportunity for Air Force members and their families to exercise their constitutional right of freedom of religion.

### **CORE COMPETENCIES**

**Spiritual Care** – supporting Air Force members and their families by providing for their diverse religious requirements and spiritual needs.

**Religious, Spiritual, and Moral Advice to Leadership** – supporting Air Force leaders at every level with counsel about the religious requirements, spiritual needs, and moral issues that impact mission, quality of life, and religious freedoms.

**CORE VALUES:** We value spiritual health, integrity, service before self, and excellence in all we do.

### **CORE PROCESSES**

**Conducting Religious Observances** – provide opportunities for religious worship to Air Force members and their families.

**Providing Pastoral Care** – provide pastoral counseling and religious programs that serve the diverse educational, humanitarian, and personal needs of the Air Force community.

**Modeling Ethical Leadership** – provide a positive influence upon the Air Force moral climate by modeling and facilitating ethical leadership to promote decision-making based not only on what is legal, but what is right.

**Advising Leadership** – provide advice to leadership about religious requirements, spiritual needs, and moral issues that impact mission performance, quality of life, and religious freedoms.

Welcome to the Air Force Chaplain Service's vision for the start of the 21st Century. It is a **shared** vision for the total Chaplain Service. This vision is an inclusive one, developed in collaboration with all levels of the Chaplain Service, from the apprentice chaplain assistant to the Chief of the Chaplain Service. It charts an **exciting path** into the future.

Our earlier vision statement helped us transform into an expeditionary force. As our expeditionary role matured, we saw a need to better ground our vision in the key ideals that have served the Chaplain Service since its beginning. The result of fine-tuning our vision is this document: **Global Ministry—Vision 2020**.

#### **What is Global Ministry? Global Ministry is...**

- Chaplains and chaplain assistants always being **prepared and ready** to provide for the religious requirements and spiritual needs of the Air Force community
- Making sure chaplains and chaplain assistants are properly **trained** to provide the right level of support to their communities, whether at home station or deployed
- Being **committed and engaged** to deliver spiritual care to an increasingly diverse Air Force, and
- Nurturing tomorrow's Chaplain Service leaders, today.

**Global Ministry—Vision 2020** is a living document. We must all become familiar with it. Use it as a guide for day-to-day challenges, as well as long-term Chaplain Service planning. The achievement of our vision depends on the active participation of every member of the Chaplain Service — chaplains, chaplain assistants and lay volunteers. I hope you find reading and using this document as exciting and inspiring as we did preparing it.

*Our Mission Statement gives our reason for being ...  
Our Vision Statement tells our people where we want to go*

LORRAINE K. POTTER  
*Chaplain, Major General, USAF  
Chief of the Air Force Chaplain Service*

## OUR FOUNDATIONS

As the organization concerned with the spiritual health of the Air Force, the Chaplain Service serves as a visible reminder of the Holy. When Air Force members think of the Chaplain Service, they know that we exist to meet their religious and spiritual needs. We provide, each in our own way, the spiritual support critical to Air Force readiness.

Today's Chaplain Service has inherited a strong commitment to the spiritual and pastoral care of the Air Force team. This commitment is the basis for our unique and essential role in Air Force and joint military operations. Traditionally, we built chapels and congregations, led worship, and cared for people. In an expeditionary force, we had to find novel ways to deliver our spiritual and pastoral care to a broader, more mobile community. Looking to the future, we must be prepared to support the religious requirements and spiritual health of an increasingly diverse Air Force community.

Our responsibilities may be expanding, but our foundations will endure into the future...

We are **faith-based**... Our chaplains will continue to be endorsed by religious organizations.

We treat all with **dignity and respect**... We will treat each other as we would want to be treated and make full use of the strength we gain through our diversity—religious, racial, ethnic and gender.

We are **professionals**... Chaplains are certified in good standing with their religious organizations. Chaplain assistants are trained to provide support across the spectrum of Chaplain Service operations. As military professionals, both are charged with supervisory and management responsibilities and play a vital role in maintaining good order and discipline. We will maintain our high standards.

*"The fact that we are officers provides a sense of calmness to troops on the line... they can look to us for guidance and comfort."*





**THE VISION: A professional Chaplain Service, building upon its rich diversity by shared experiences, mentorship, and training, to promote a vibrant, spiritually healthy Air Force community.**

A vision statement communicates how an organization views itself and where it wants to go. The vision must relate to both the members of the organization and those it serves. The vision is a view of a "promised land" which should provide clear, stimulating reasons for its members to willingly spend the time and effort needed to get there.

We are presenting an updated vision for several reasons: our demographics are changing, the Air Force has updated its vision, and we have matured as an expeditionary force. We looked at our 1997 vision statement and asked ourselves questions like:

"How should we address the needs of a growing religious pluralism in our society?"

"Are we fully prepared to harness our increasing diversity?"

"What are our competencies — the things that make us unique in the ways we contribute to the Air Force mission?"

The answers we received led us to do some fine-tuning.

Looking towards the year 2020, we see an air & space force that is more diverse, with members who have a deeper interest in spirituality. This force will place even greater value on its people and their contribution to mission readiness. However, it will still face resource constraints that will require local chapel staffs to assess the needs at each location and prioritize resources to meet the most pressing requirements.



***"The vision of the Chaplain Service is one that understands the incredible gifts and promise of a free people expressing deeply held spiritual convictions and freely exercising their religious expressions."***

Against this backdrop, we developed **Global Ministry – Vision 2020. We envision...**

**A professional Chaplain Service** ... able to effectively integrate clergy and military responsibilities. We will foster the professional development and growth of chaplains and chaplain assistants to ensure they are fully ready to respond to the religious and spiritual needs at home stations and deployed locations. Wherever we are, we will create working environments where the chaplains and chaplain assistants can't wait to get to work in the morning and have to be forced to go home in the evening.

... **building upon its rich diversity** ... by treating all with dignity and respect, we will make the Chaplain Service greater than the sum of its parts. We cannot tolerate those who do not treat others with dignity. Declining resources will require us to plan better, work smarter, and make full use of our human and technical resources. We will continuously look for innovative ways for chapel staffs and lay personnel to deliver spiritual care. We must be prepared to step outside our comfort zones.

... **by shared experiences, mentorship and training** ... We will actively nurture the leadership, counseling, and administrative skills essential to make chapel staffs as effective as possible. We will enthusiastically share our talents and experiences with each other, even as we respond to the growing need for spiritual outreach. We will use all available training and mentoring opportunities to build strong chapel teams. We must be advocates for each other.

*"If the Chaplain Service can reflect the demographics of the base more closely, people would be more comfortable coming to the chapel for counseling. So my vision is a more diversified chapel support team."*



*"The vision should include...mentoring and training to make us empowered and responsible to perform the duties in the ministry of the Chaplain Service."*

## CORE VALUES

Our core values underpin what we do.

**We value spiritual health** ...all of our actions should foster the spiritual well being of Air Force members and their families, because the human spirit is essential to life. It empowers us; it makes us who we are as individuals and as an institution.

**We value integrity, service, and excellence** ...the Air Force's core values, which add to our foundation ... to our formula for success. We must have integrity, because it makes us honest in our dealings with each other. It is our privilege to demonstrate service before self as we deliver compassionate spiritual care. Finally, we strive for excellence as we go about setting ethical and moral examples for the men and women in the Air Force family. We do things not simply because they are legal, but because they are right.

... **in order to promote a vibrant, spiritually healthy Air Force** ... the ultimate measure of our success will be an Air Force where every individual is fully supported in realizing his or her desired level of spiritual growth ... an Air Force where spiritual health is as valued as physical health in assuring that Air Force men and women are ready to perform their missions.



*"We need to learn how to care for each other. We need to be supportive of one another..."*

**MISSION:** While serving as a visible reminder of the Holy, the Air Force Chaplain Service provides spiritual care and the opportunity for Air Force members and their families to exercise their constitutional right of freedom of religion.

In the face of growing religious diversity, the Chaplain Service actively ensures all views are treated with dignity and respect ... that all have the opportunity to freely exercise their religious faith. This mission cannot fail, because failure would put democracy and personnel readiness at great risk.



*"I want the Wing Commander to say 'the Chaplain Service, that is where I can go to learn about the spiritual pulse of my wing'."*

*"We have a great responsibility to model the behavior that we want others to exemplify...we may be the only Bible, Koran or Torah that anyone ever reads..."*



*"Dignity is an issue for all people regardless of religious background or culture...and if we are anything, we are people who help others instill, retain, and come back to a place where they feel they are a person of dignity."*



## CORE COMPETENCIES

Air Force people “are the most critical component of readiness.” The men and women of the Chaplain Service perform the critical job of helping commanders keep a finger on the spiritual pulse of their forces and thereby contribute significantly to mission readiness. The Chaplain Service brings two unique and vital competencies to the Air Force’s agile combat support team. No one else accommodates this component of readiness the way the Chaplain Service does.

**Spiritual Care - The Chaplain Service is uniquely equipped to care for the spiritual needs of Air Force members and their families, while being mindful of their diverse religious requirements.**

The Chaplain Service serves first and foremost to provide for the spiritual health of the Air Force community. In promoting spiritual and emotional health, the Chaplain Service enhances the productivity and operational effectiveness of Air Force people, and positively contributes to the quality of life of Air Force members and their families. Air Force chaplains are representatives of specific faiths and are responsible to their respective denominations, but they are also responsible to ensure everyone in the Air Force is provided with spiritual care and has the opportunity for free exercise of religion.

**Religious, Spiritual, and Moral Advice to Leadership – Supporting Air Force leaders at every level with counsel about the religious requirements, spiritual needs, and moral issues that impact mission performance, quality of life, and religious freedoms.**

Air Force members and their families affiliate themselves with hundreds of different faith expressions. Because of their position as both clergy and staff members, chaplains bring a unique perspective regarding the spiritual and moral health of a unit. In addition, all Chaplain Service personnel are trained to know the religious practices and beliefs of deployment areas of operations. In a time of frequent deployments, often involving non-traditional missions, in areas of the world where religious conflict prevails, Chaplain Service personnel are increasingly important members of the deployed commander’s staff.

## CORE PROCESSES

These key activities enable Chaplain Service personnel to accomplish our mission and maintain our unique relationship with the Air Force community.

Chaplain Service personnel:

### Conduct Religious Observances

Chaplain Service members enable Air Force members and their families to find opportunities for religious worship, liturgies, rites and ceremonies, so they can exercise their faith and satisfy their religious requirements.

### Provide Pastoral Care

Chaplain Service members provide pastoral counseling and religious programs that serve the diverse educational, humanitarian, and personal needs of the Air Force community. Providing pastoral care may be as simple as handing a tired airman a glass of water or as demanding as helping a family cope with tragedy.

### Model Ethical Leadership

The Chaplain Service influences Air Force decision-making by modeling and facilitating ethical leadership that makes decisions based not only on what is legal, but also on what is right. We help to set the example. The Chaplain Service reinforces Air Force Core values and the personal/moral commitment they demand.

### Advise Leadership

Acting as a bridge between Air Force leadership and Air Force members and their families, Chaplain Service members play a key role in helping commanders assess the religious requirements, spiritual needs, and well being of the personnel under their command.

## EPILOGUE

**Global Ministry – Vision 2020** is a shared vision. It is the result of a collaborative process and as such reflects the Chaplain Service and the Air Force. It is not static; it seeks to make full use of the Chaplain Service's diversity and the diversity of the Air Force in order to be responsive to a constantly changing world. It will require honest feedback and accountability. It demands continual dialog among all levels of the Chaplain Service—officers and enlisted, headquarters and local chapel staffs—to ensure everyone becomes intimately familiar with the vision.

**Global Ministry – Vision 2020** is a motivational call to action ... it will demand full participation from each member of the Chaplain Service. Each chaplain and chaplain assistant has the responsibility to use it, uphold its ideals, practice its values, and work towards its realization. Our vision reminds us that we are responsible for each other's training, mentoring, professional development, nurturing and spiritual well being.

**Global Ministry – Vision 2020** does not exist in a vacuum. It is the foundation of the Chaplain Service's strategic thinking and planning. It is a key part of a coordinated Chaplain Service strategic planning effort. The Air Force Chaplain Service Strategic Plan is the roadmap that will help us achieve "a professional Chaplain Service, building upon its rich diversity by shared experiences, mentorship, and training, to promote a vibrant, spiritually healthy Air Force community."

*"Let us be advocates for one another, and be advocates for accommodation ... we need to start with ourselves before we can help others."*



